

Good afternoon, ladies and gentlemen. Welcome to the Records Office's Spring Conference. Just a few details that we would like for you to take care before we get underway with the program. As you came into the auditorium you were handed a 3 X 5 card and slip of paper. The 3 X 5 card we would like for you at this moment to record your presence by doing the following: Put your name, if you would please, in the upper left-hand corner of the 3 X 5 card. In the right corner of the card register today's date, which is the 7th of May for you that may not know. Then immediately under the printed name please reflect your component and the directorate that you represent and then last but certainly not least your signature on the card. This in its simplest form would certainly be a record as such which is part of the subject which we will be discussing today. Upper left-hand corner please print your name. Upper right-hand corner please reflect today's date, the 7th of May. Under your name your component and the directorate that you represent and then your signature. After you have completed this if you will please pass the cards to your left, one of the young ladies in the back there will pick them up.

Now while you are doing this I would like to say that after the conference has been completed, which will be approximately 4:30 this afternoon, there will be a special shuttle departing from the regular bus stop just to I believe it's just to the left of the auditorium here as I stand now, that will be departing for the Rosslyn area and will leave you off at any one of the three buildings at that particular location. This will be at 4:30 this afternoon. Any that wish to go to that area please meet at that point--the special shuttle leaving at 4:30.

As soon as you complete the registration, please just pass your card to the left. This will be used by our office. It will be used for responding to certain Agency officials who will want to know for sure who we have had in attendance this afternoon. It will be a record, it will be our file and it will

be used accordingly. It will certainly be used as a classified document, of course. As soon as you complete that, please pass your cards to the left. Did everybody get a card when they came in, please, did everybody get one? Yes, I guess so. All right, [REDACTED]

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I would like to underscore [REDACTED] welcome. We are delighted to see you, and we do have a very important subject to discuss today. We have always enjoyed the support of the front office of Records Management Program; and this is a wonderful opportunity for us to actually demonstrate with these officials from National Archives, as well as from our own Deputy Director of Support. We are anxious to get underway and so without further ado I would like to present the first speaker to open the ceremonies here today, the Mr. Banaman, our Deputy Director of Support.

STATINTL

✓ I was very pleased when [REDACTED] asked me to participate in this conference. I missed the session last year because I had other commitments, but I have a very serious and responsible stake in your efforts and in this program. It's one of continuing concern and being able to provide facilities with vehicles, the means by which we do have an effective program. Now the Agency is approaching it's 21st birthday and from those early days in 1941, the growth of information used by the Agency has been absolutely fantastic. Today, we have millions of words, thousands of pounds of material in the form of letters, memoranda, reports, cables, documents, books, publications, magnetic tapes of all forms pouring into the Agency from all over the world; and in the use of this information analysis of it on a very timely fashion and then the storage of it and here the weeding out of that which is nonessential for the future in continuing operations. Just identifying that which is pertinent to the various programs and production of intelligence and then the destruction of that which has served its purpose. But most important, the identification of that which is worthy of future storage and the system by which it can be

retrieved. We are existing in four directorates of the Agency, each having its special program, each program interrelated, though, into the whole and here any program of management of information and storage of it must be most carefully coordinated between the various components. This is necessary to avoid duplication and excessive records when we are constrained in this to some degree by our programs of compartmentation, special security clearances, special controls on access to information. But as we have grown through the years as an agency, so has our program of management control grown also.

We have sought and continued to seek best methods and procedures by which documentation can be properly administered. Now our total program involves three major sub programs--the reduction of record creations, improvement of files maintenance, control of disposition of Agency records. From the problems that we now have and the problems that we see I think one of the best means of achieving a proper program is in the area of records creation and this takes expertise and some thinking in order to put this into a manageable form.

Now the Age of Automation is <sup>upon us</sup> ~~a punt~~ and it is creating problems we never dreamed of. It is presenting to us new dimensions in information and in the volumes of information, but completely new dimensions is to the management of that information. Now this presents a real challenge to all of us involved, and particularly to the experts, for helping create these systems. We are, at the same time, engaged in a historical program, something we really paid lip service to before but now are looking at it in an active fashion; and we are identifying with, for the first time, various documents that are historically of great value to the Agency and record the past so it can be preserved for the future. Now, a few of the daily practical questions that are being presented to us all the time is the creation of a positive program in the form of identifying those records worth retaining and this is a difficult task and one that deserves our full attention. By whom should these determinations be

made and which component should be considered the Office of Records. Now this is in itself difficult organizationally when you think of various organizational changes that have taken place through the years and it is sometimes very difficult to figure who, today, has control over a document that may have been created a few years ago with a series of organizational changes taking place. But an additional problem is the space for record storage. This is a major problem with us and we ran out of storage really last year and it is only through the good graces of the archivist that we were given extra space at the Suitland Record Center. Had we not had this facility available to us I simply don't know what we would have done at the present time. So, all these things are of vital concern to all of us and to seek the answers we must both within government and outside government call upon the expertise that is developed in this important field. Now we were honored this day to have with us several officers of considerable note in this field--Dr. Rhodes, the newly appointed Archivist of the United States; his deputy, Dr. Campbell; and the Agency's principal Historian Consultant, [REDACTED] Dr. Rhodes STATINTL brings to his job a wide experience and knowledge in this program I am sure, from the short conversation I had with him. He has many ideas for the improvement of the whole Federal Records Management Program and we are deeply grateful and appreciative of his taking his time from his new responsibilities to come here and speak to you today. Dr. Rhodes.

Thank you very much, Mr. Banaman. It is a real pleasure for me to be here this afternoon. This marks a couple of firsts for me. It is my first visit to your very fine facility here and this also marks my first public appearance and public statement as Archivist of the United States. They were obviously tourists and they were riding a streetcar. This happened about twenty years ago. They were heading east on Pennsylvania Avenue. As they passed the Treasury Department building she read aloud the sign that said "Treasury

Department," turned to him and asked "What's that, Honey?" He replied that that was where the Government kept its money. As they passed each public building she would read the name of the agency and ask him "What's that, Honey?" and his replies generally indicated the agency's major function or purpose. As the streetcar moved slowly from Ninth to Seventh Street she read aloud the inscription on our building "Archives of the United States of America." After a brief pause came the predictable "What's that, Honey?" A longer pause. "That's archives," he replied. She thought for a moment and then proceeded with "But what is archives, Honey?" to which he replied, possibly out of desperation, or fatigue or perhaps even simple honesty "Oh, how the hell do I know what archives is." To our tourist question there are several good answers. Archives since 1934 is the popular name for a Government building on Pennsylvania Avenue at Eighth Street. It is also the informal name given to the agency that occupies that building. But the term archives has a much more basic and general meaning. Archives are the records of any institution or organization preserved because of their value, and the National Archives of the United States as that expression is now used refers to those records of the Federal Government selected for pre-severation because of their value. This collective noun, "archives," for which there is no reputable singular form, has a venerable history dating back to the Greek city-states. The preservation of records because of their value, however, predates even the term "archives" by 2,000 years. An eminent French historian once observed that no records, no history; and the fact remains that the dividing line between prehistoric and historic times is marked by the development of writing and the creation of records. We might note in passing that writing itself was developed not<sup>to</sup> meet the needs of the scholar but rather to meet the needs of the administrator and the businessman. Records were then created to serve as tools to meet day to day needs of those engaged in the conduct of business, whether of a public or private character. But by their very nature records had values and uses other than those for which they were created. The term "record" traditionally has

been applied to that which was written or transcribed to perpetuate the knowledge of a transaction. Records are and were deliberately created and deliberately preserved to transmit information in time, and they still serve this fundamental purpose. The same clay tablet that recorded the taxes due and collected from the Samarian merchant in 3000 B.C. today provides the historian with first-hand evidence of the organization and functioning of the system of taxation in ancient Sumer. Indeed for a significant part of our knowledge of history of mankind<sup>d</sup> for more than 2,500 years we are largely dependent on information recorded upon clay tablets. With the passing of the centuries, the character of records, the nature of the base and of the impressions made on that base have gradually changed. The clay tablet gave way to papyrus, which in turn was replaced by parchment, which gave way to paper. This process still continues as paper gives way to film and tape. The wedge-shaped symbols pressed into soft clay gradually evolved into handwriting and script form, which in turn has led to print, to the typewriter, and in our own day, to slots in cards and holes or magnetic spots on tape. But the initial purpose, the value and the use of records, regardless of their physical characteristics, have changed little through the centuries. They are still created as a medium for transmitting information, information that is essential to the conduct of business; and since that information is in a tangible form, it can be preserved and transmitted through time to serve purposes other than those for which it was originally intended. Obviously not all records have been preserved or should be preserved, and as early as 2500 B.C. administrators in the Assyrian empire directed their clerks to make monthly summaries of certain daily reports and then to destroy the daily reports. From the administrative point of view records have always been regarded as but a means to an end, as simply tools to be used in getting a job done, in conducting the daily business of the office; and when these tools were no longer needed for current operations, they were laid aside back out of the way. Records thus pass out of the current stage in



their life cycle, as we refer to it, and enter the semi-current stage. They are not needed on a daily basis but they still possess legal, fiscal, or other administrative value; and they must be retained until they no longer serve these purposes. Since records are expensive to store and maintain, especially in office areas, those that have become semi-current as judged by the rate of frequency by which they are consulted, should be transferred to areas specifically designed to accommodate a maximum of records and provide essential reference service at a minimum of cost. This is the origin and function the Records Center, a kind of halfway station in the life cycle of records. Eventually, from the point of view of current operations, all records become noncurrent. Although their value to the administrator may recur, for example through new or revised legislation, functions, or programs, as a practical matter they can be regarded as no longer administratively useful. It is at this point in time that it is necessary to adjust our perspective and to examine these records in terms of other values, values which we refer to as archival. Since we are dealing with public records, we must constantly remind ourselves that these are not the Agency's records nor any particular administrative unit's records nor the property of any particular official. They are the property of the United States Government; and just like all other Federal property, their maintenance, transfer and disposition are covered by statutory law and administrative rules and regulations. Furthermore, as public records they possess an official character and a greater value as evidence than records of private origin. From a legal point of view, the relationships that exist between Government and those that are governed are defined and documented in public records. They not only constitute the legal basis of governmental activity and documental legal and financial commitments by the Government, but they provide the ultimate truth for all of our permanent civic rights and privileges and the immediate proof for many of our property and financial rights. As citizens in a democracy, we have a right to this information; and the Government has a responsibility to

preserve the records containing this information and when not contrary to the public interest, to make them accessible for use. From the point of view of the historian and other research scholars, the official character of the public record means that since they are prime sources of materials generally at the time the information they contain and the related actions they record were occurring, they are a greater value as documentary evidence than for example, someone's memoirs published years after the event. In addition to their legal and research value because of their official character, the records of any institution or organization constitute the collective memory of that organization. Since the life span of an organization is not limited to that of its employees, it cannot depend on human memory to preserve the facts regarding its origin, its structure, and successive organizational changes, its functions, its policies, its procedures, its significant transactions. In brief, it is cumulative experience that establishes its identity and defines its direction. An established organization that has suffered a complete loss of its records can no more function effectively than can an individual who has suffered a complete loss of memory. An agency's records are thus essential to its effective continued operations. Furthermore, as life in modern society has become increasingly complex in the wake of the Industrial Revolution, urbanization, rapid changes in transportation and communication in terms of modern science and technology, as the individual and traditional private institutions are less and less able to cope with economic and social problems. Government at every level, and particularly at the national level, has assumed ever increasing responsibilities and a wide diversity of functions. To a greater extent than ever before, then, the history of the United States has become a history of the United States Government. Its agencies, its programs, and its relationships with our economy and our society. To write that history requires that we first preserve the records that document the origin, structure, functions, policies, procedures, and transactions of Federal agencies. These considerations



lead to my two final observations regarding archival value. Because of the scope and variety of governmental activities, both past and present, an agency's records frequently contain unique information on persons, places, and events. This data may have been acquired and accumulated for one purpose. For example, the decennial census was not initially intended to provide us with information on individuals and economic activity, but rather to serve as the basis for apportioning seats in the House of Representatives among the several states. Those data now have great value for a wide variety of scholarly studies. This is what is meant by my previous reference to the value and use of records for purposes other than those for which they were originally created. Finally, there is a category of archival value that we refer to as intrinsic value or historic interest. I need only mention the Declaration of Independence, the Articles of Confederation, the Constitution and Bill of Rights to indicate what is meant by intrinsic value or historic interest. But into this same category fall even relatively routine records like appointments and commissions signed by the President, whether George Washington or Lyndon Baines Johnson. This, then, in very brief compass is the case for archives and their value and use. As a public archival institution, the National Archives has a four-fold responsibility. First, to assist in carrying on the work of the Government by centralizing, preserving, and making available those public records that have continuing value. Second, to contribute to Governmental efficiency by providing for the legal and systematic disposition of those records no longer needed for current operations. Third, to protect the rights and interests of the Government and the personal rights and privileges that are established by and documented in the public records. Fourth, to preserve and promote the intelligent use of the cultural resource that is represented by the Government's records.

To better perform these functions, the National Archives in 1949 was given responsibility for developing and promoting a Government-wide program of records

management; and as the National Archives and Records Service, it has since 1949 been one of the constituent services of the General Services Administration. Our legitimate interests, therefore, are in both records management and archives; and I should therefore like to comment briefly on the origin and scope of Federal records management and its relationship to Archives. Historically, Federal records management was the direct outgrowth of our experience with agency records transferred to the National Archives in the first years of its existence--say, between 1935 and 1941--and of the problems resulting from the great expansion of the Government during World War I. Early in 1941 the National Archives established what it called the Records Administration Program to assist in developing throughout the Government principals and practices in the filing, selection, and segregation of records that would facilitate the disposal of or transfer to the National Archives of records as they become noncurrent. The basic justification for this program was the need within the Government for planned programs of records disposal and for beginning as early as possible in the life history of records, the process of selection for preservation or elimination. Out of this program developed what we today call correspondence management, files management, mail management, records storage, and audits and surveys. To these the Navy Records Management Group added forms management and the management of office equipment and supplies. Federal Records Management came of age with Congressional implementation of the recommendations of the First Hoover Commission. By an act of Congress in 1949 the National Archives became a part of the General Services Administration; and as the reorganized National Archives and Records Service it was charged with developing and promoting a Government-wide program for the economical and efficient management of records. Operating under the Federal Records Act of 1950 and with the further impetus of the recommendations on paper work management of the Second Hoover Commission of 1953 to 1955, the National Archives and Records Service has developed additional programs in directives

management, reports management, paper work quality control, clerical work measurement, and more recently, source data automation, automatic and electric data processing, and information storage and retrieval. Our specialists in each of these areas develop programs and workshops to help train Agency records personnel and work Agency personnel in the solution of work problems. These Records Management activities may appear to be quite remote from the archival considerations which I have previously discussed. Actually, the archivist has a very real interest and concern in the activities of records managers and records officers, of those concerned with the management of current records. Records managers, records officers help to determine the quality of our archives--quality in the sense of completeness or adequacy of the documentation, its integrity, including the extent to which they are cluttered up with useless and non-record material, and the ease or difficulty with which the Archives can be used for reference or research purposes. In a very real sense the records manager or records officer determines much of our work with archives, for upon the success of their efforts to improve record-keeping practices and systems determines the ease or difficulty with which the archivist can appraise the records and select those of continuing value for preservation, the ease or difficulty with which they can be physically preserved, arranged, and described, and the ease or difficulty with which they can be made accessible and available for use. The interest of the archivist in the management of current records in all phases of records creation, records maintenance, and records disposition is therefore not only legitimate; it is essential. At the same time it is the recognition and full acceptance of his responsibilities in these matters that distinguish the successful records manager and records officer. Like the archivist, he, too, is ultimately responsible to society at large, and thus to posterity. He should recognize that records serve both administrative and scholarly needs. He should become thoroughly familiar with his agency's structure, functions, and activities, and with all of its

records to insure that those of archival value are preserved, perhaps for the use of Agency historians, but ultimately for use by nonofficial researchers. In closing let me assure you that I am not unaware of two special circumstances relating to your records. Not all noncurrent records of continuing value have been transferred to the National Archives Building or the Federal records centers that are located in each GSA region. Some, like scientific observational data records of the Environmental Science Services Administration, are maintained in agency record centers and agency archives because of their specialized character, others because of their confidential character are also retained by the agencies that produced and accumulated them. But even the most highly restricted and classified records are sooner or later made available for use, perhaps sooner than many might expect, as is the case of the records of the Warren Commission, for example, and in some cases, later, much later. For years some of the most carefully guarded records in Government files were the so-called Baker-Turner Papers, which had been sealed since 1866 by order of the Adjutant General's office. These papers consisted of the files of Brigadier General Lafayette C. Baker, Civil War Special Agent and of Assistant Judge Adjutant Levie Turner. They relate to investigations of fraud, examinations of civilian and military prisoners, and subversive activities generally during the Civil War; and they contain valuable information on counter-espionage activities as well as unsubstantiated charges made against numerous individuals, many of them of contemporary prominence. Baker, who played a prominent role in the apprehension of John Wilkes Booth and the other conspirators in the Lincoln assassination and was involved in the imprisonment of Jefferson Davis, was and still remains a controversial figure. These records were restricted for nearly 90 years, but eventually they were opened for research to scholars. Had these records been open to historical or other public use prematurely untold damage could have been done to innocent persons; and not only reputations,

but lives could have been put in jeopardy. On the other hand, passage of nearly a century since the events that were mirrored in the records have by no means dimmed interest in those events nor reduced the files to the category of "dusty old archives" only of interest to the octogenarian scholar who is concerned with the number of words that can be written on the head of a pin. Within a few days of the opening of these papers to researchers, a recognized writer 'was knocking on the Archives' door seeking access to them. Incidentally, almost immediately he recognized why these papers had been kept closed for so long. He wrote, and I quote, "To the ordinary reader it might seem somewhat ridiculous to keep under seal papers which have to do with a war and men long dead; but as the great entry book was opened and I selected the first documents I could see some sense to the order. I found that the founder of a still active New York business, noted for his sobriety and a pillar of the church, stood charged with drunkenness on the battlefield. He was so drunk he couldn't stand up, his accuser told Secretary of War Stanton. These were accusations only; there are no records of a hearing and final disposition. He was an incompetent intelligence officer. But judging the man's personal character as he is known in history, that particular charge seems absurd. How his enemies would have loved it half a century ago when many of the Civil War figures were still alive." The almost immediate result of the author's labors, and this was Mr. James D. Horan, was his book Confederate Agent, a somewhat fictionalized biography of one of those dashing but necessarily little known heroes of the Confederacy, named Captain Thomas Hines. It was also a history of a conspiracy that might have destroyed the Union had it succeeded. You may say, of what importance is this a century after the events. This is nonetheless the stuff of which true understanding of the past consists and perhaps a century or two hence some of the records now in your agency's file cabinets or archives may similarly reveal missing bits and pieces essential to understanding of our times. At some point, at some time the public interest in a democracy requires that even the most

restricted information be made accessible. It is not visionary to anticipate that point in time. It is for this reason that the records officer, the archivist, and the historian, all of us here today have a vital stake in preserving adequate and relevant records documenting their agency's history and activities.

Thank you very much, Dr. Rhodes. I must confess for a moment there I knew Dr. Rhodes name better than Mr. Banaman's; but thank you very much. These gentlemen are very busy. We, of course, feel and have long felt that the hub of the universe was the Records Management Program; and we were very anxious to have this endorsement and we are very pleased with this state of affairs. We have long advocated this interest and this concern and this genuine necessity for attention to our records. All of us here, all of the records management officers have frequently met in conferences of this sort, have been aware of this, and have stimulated this concern. The arrival of the Agency's historical program has given us an additional ally and we are so delighted to invite you to join us and participate in this concern for this vital commodity in this Agency. As Dr. Rhodes pointed out this is not only of concern to us immediately here today, what we do and what we neglect will reflect upon us in the future. Consequently, the records program is definitely going to take specific and deliberate action on these problems. We do have the endorsement of the seventh floor, in fact we have more than the endorsement, we have a directive to do something about this very positively. Consequently, we are anxious to communicate this to all of you because we can't do it alone in the central staff. We need the help of every component, we need the help of the records officers; and in chatting with [REDACTED] we were encouraged in the fact that the historical program is also interested in this and will cooperate in this direction. In establishing this foundation and establishing our credential, so to speak, our bona fides, so to speak, we are merely opening the door to you people to the next order of business in the records program that will affect all of you and that is the Records Retention Plan. For many, many years we have

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had records control schedules, which are commonly known as records disposal schedules which identify records and definitely indicate the amount of time that those records be kept in certain offices, after which time they may be disposed of. Now we have found that some things have not been included in schedules and too often these were very important series of records or individual documentations that were not included, and consequently we are talking now about a records retention plan, a positive step to identify the material that must be kept by someone and not be everyone, but someone. Someone must be responsible and therefore we are talking positively about a positive action. We have sought authorities on this field; we have in our office [REDACTED] who has been working for some time

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on it and has dealt with many of you on it and will see much more of you soon. I mention this now only to alert the records management officers that in the very near future within the next month we shall meet by directorate to discuss our Records Retention Plan and the development thereof. Through the good offices of [REDACTED] and Dr. Campbell we have prevailed upon another official, an expert from National Archives, to come to us and enlighten us further on this subject of positive records retention plans; and therefore, it is with pleasure that I have this opportunity to introduce him. He, of course, is faced with something all of us know quite well. It seems that down at National Archives they, too, have two sides of the house and the good Dr. Campbell has served on both sides of the house. He has served in National Archives for many years and he has also served in Records Management for many years. I don't think I could possibly explain to him if I took all afternoon just what divisions are in our two sides of the house. I wouldn't even dare to attempt it but I think you all appreciate this consideration. So that the good Dr. Campbell will talk to us further on this Records Retention Plan it is my pleasure to present Dr. Edward Campbell, the Assistant Archivist for National Archives.

Thank you, [REDACTED] In talking about Records Retention plans I would like

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to go back a little bit and put them in perspective. I won't go back as far as Dr. Rhodes did. I will start about 1934. In that year the National Archives Act was passed, establishing the National Archives and in one section, Section 9, there was provision for the archivist's role in really monitoring the destruction of Federal records. That passage read "He, the archivist, shall also transmit to Congress on January 1 of each year with his approval of the National Archives Council a list or description of the papers, documents, and so forth (among the archives of the Government) which appear to have no permanent value or historic interest and which, with the concurrence of the Government agency concerned, and subject to the approval of Congress, shall be destroyed or otherwise effectively disposed of." I am not sure <sup>year or</sup> that that "and so forth" in the middle there was supposed to cover but these few lines were the archivist's charter insofar as monitoring the disposal of Federal records and I would like to call your attention particularly to a couple of these provisions which I tried to emphasize as I read that. One list per <sup>year or</sup> January 1. That was all; just once a year the archivist was supposed to send a list to Congress, this list of records to be disposed of. Before he could send that list to Congress that list had to be approved by that National Archives Council. That is the body that was abolished in 1950. Before that, theoretically, it was composed of really the heads of the Cabinet agencies of the Government, to advise the archivist to pass on disposal jobs. Of course, actually the Cabinet members never sat. They had representatives that sat; but every list that the archivist proposed to send to Congress had to be fanned out to about ten different people this way in the Government, get the approval of each one of those Council members back before it could go to Congress. Again, this provision only allowed for the archivist to send the list of past or existing accumulations of papers, only existing accumulations. And finally, and perhaps of not too much value but certainly giving some, should we say, moral problems. The records reported in this way had to have value. They couldn't

have a little bit. The archivist had to certify they had no value. Now, I say that gave a little problem, because I think you can understand that it is pretty hard to say that anything has no value. The tenth carbon copy of a letter in your files may have value simply to prove that ten copies were made. But the archivist had to certify no value. Now after two years of working under this legislation certain escape routes were found to simplify things a little bit. The Agriculture Department is a leader in this. They simply resubmitted the same list every year. They gave the same list to the archivist each year, just changing the dates--uping the dates one year but sending in the same thing so they could literally just print the list up annually and send it into the archivist and he could send it on to Congress with the dates changed. Again, some of the agencies got wise to the business and instead of listing all of the records at each field office, for instance, they would simply lump them and say at all field stations. Again it cut down some of the paperwork of listing all of the existing accumulations. But anyway, in 1943 the disposals legislation was completely rewritten and the Disposal Act of 1943, which is still on the books and is still the basic authorization for the disposal of Federal records, was approved. Now this Act had several advantages over the 19<sup>34</sup> Act. Of course, instead of being a couple of lines in general legislation, it was a two- or three-page bill directed solely to the disposal of Federal records, so it went into much more detail. The first thing it did was to define "records." I am sure you have all run across that tongue-twisting definition, which is not easy to comprehend, at least first reading; but it certainly was an improvement over the lack of any definition. Before 1943 there was no generally accepted definition of what a record of the Federal Government was. Some people contended the telephone call slip which your secretary left on your desk was a record, that the first draft of a memo that you scribbled in longhand and dictated off to your secretary was a record, even though it was rewritten five times. There

<sup>was</sup>~~is~~ no definition. The Act of 1943 gave a definition which allowed the Government official to use some discretion or some common sense in using the wastebasket behind his desk. Presumably the official could determine what should be recorded within the limitations set down by the definition. Secondly, this 1943 Act provided for what came to be known as schedules; that is, authorizations for the continuing disposal of the same type of record. Agriculture, then, could quit sending in that same list every year, just send it in once and that would take care of it as long as that particular type of record was being created. Again the 1943 Act provided for the National Archives Council, which was still in existence, to approve procedures for the handling of authorizations for the disposal of records, but not the individual lists. They simply approve the general procedures that were to be in effect. Again, the language in the 1943 Act provided that to be retained, records must have sufficient administrative, legal, research, or other value. It was not required that the records have no value, and certainly a number of rather important disposal transactions have hinged on that "sufficient value" idea. Some years ago the archivist approved the disposal of individual income tax returns after a given number of years. No one pretended those records had no value, but their value in relation to the volume, the cost of maintaining and so on was deemed not sufficient to warrant their retention. Again, a few years ago the so-called cover sheets of Selective Service registrants of World War II were approved for disposal; but there was no question that these cover sheets had material of value in them, but it was deemed not sufficient to warrant retaining the records. Now, of course you can always get into an argument of how much is sufficient. That comes down to a question of the judgment of the people concerned. Finally, this 1943 Act for the first time put into legislation the procedures which Congress would follow in acting upon requests for the authorization to dispose of records. The earlier Act simply said the archivist would transmit to Congress and left a

deep void as to what Congress was going to do. The 1943 Act spelled out the procedure which is still in effect that the archivist's lists of records to be disposed of are sent to both House and Senate. A joint committee on the disposition of executive papers then reviewed these lists and reports to the Congress. When they file a report, the filing of that report is actually the Congressional action. Somewhat as an aside there, I wouldn't pretend that the members of the joint committee very often read those reports in great detail. Herb Angel, who is on the Archives staff now but during the War was with the Navy, used to tell the story of getting a phone call from a very irate Congressman one day "Why in the world did you throw out such and such records of the Navy?" He was in the Navy Records Program. The Congressman was quite undone. Well, Herb had a search of their records made and came up with just what he needed and called the Congressman back. "We destroyed them in accordance with House Report No. so and so, on which yours is the second name." That, of course, was simply a lucky bureaucratic deploy that he was able to pull. But there is some sense also to having Congress review in this Government of checks and balances it does give a certain affect. Under the 1943 Act, which is still in effect, the agencies took the initiative in scheduling their records (those of them who wanted to) up until about 1950. In 1950, as a result of the First Hoover Commission and the passage of the Federal Records Act, <sup>of</sup> 1950, Archives put on a crash program to try to get all the records of the Government scheduled. Archives tried to assist the agencies where they could, otherwise to encourage agencies to schedule all their records. By 1954 almost all the records had been scheduled. However, those scheduled provided that about 24% of the Government's records were to be retained. The agency would simply mark on the schedule the ~~the~~ such and such series that were to be retained. But that did not really mean the agency were retained or not. It did mean that they didn't want their disposal at this point. Even though frequently these didn't want to approve

disposal of necessary correspondence files. We all know how difficult those are to appraise and evaluate. Others were

¶ The Veterans Administration up until the present time has not determined just when all claims folders of World War II, World War I veterans can be destroyed. I think almost everybody who has ever been concerned with these problems agrees they can be destroyed eventually. But because of the legal rights of veterans and their descendants, to a certain degree, certainly those records cannot be destroyed for at least 100 years, probably 125 years. As long as that is the case, the earliest of these records date to about 1919. Nobody is worrying very much right now about deciding whether or not it should be 100 years or 125 years. It will be our grandchildren probably who will have to do the job. That type of record was included in this 24% marked for retention. ¶ In 1950, as I mentioned, the Federal Records Act that we now operate under was passed; and this gave another slight push in this records disposal seal. Section 505B of that Act said the administrator shall establish standards for the selective retention of records of continuing value and assist Federal agencies in applying such standards to records in their custody. Now the schedules that had been drawn up hereto had not done this. They had not highlighted the selective retention of records. On the other side of the fence, Section 506 of the same Act required that agencies insure that important policies and decisions are adequately recorded and that these records of continuing value are preserved. Responsibility here is two-fold. One, the administrator <sup>of</sup> ~~generally services~~ <sup>(GSA),</sup> through the Archives, should establish standards for selective <sup>retention</sup> ~~attention~~ and the agencies should assure that perfect records were made and then that they be retained. Thus, after 1950 we had the three-fold requirement for the retention of valuable records. One, the legal requirement of the law. Second, the requirement that Dr. Rhodes referred to that all good management requires retention of good records. Again,



we have all seen these advertisements in various journals "Will a fire wipe you out overnight if you are in business?" Such and such percentage of small businesses who have had a fire have not been able to resume because their records were lost. And, <sup>thickly</sup> again, which Dr. Rhodes referred to, is that of cultural importance. The importance to the history of the country requires the retention of good records. The scheduling of records under the 1943 Act and the crash program of the early 1960's had not actually identified those records that must be and should be kept. Those programs had not identified a lot of records that could be thrown out. They had identified a lot that "maybe they should be kept and maybe not," but nobody, either the agency, the Archives, or any place else could really look at the records, examine them, or critically evaluate them. The result was by 1962 24% of the Government records 5.7 million cubic feet were marked for indefinite preservation and that total was going up 200,000 feet every year. Generally, it seems that about one or two percent of most agency's records should be kept. To meet this situation the Archives inaugurated its program for records retention plans. The idea was to identify as precisely as possible the records of continuing values to the agency and to the Government. Here was almost <sup>a</sup> revolutionary departure from past practice. Emphasis was put on valuable records, not on the junk. Ever since 1943, for almost 20 years, certainly the Archives' time and most of the agencies' time were devoted to junk. Nobody paid any attention, so to speak, to the supportive records. Reams have been written about why you should *not retain* requisitions, ~~for~~ inter-office memos, and about telephone *calls slips*.

Now this *attention* <sup>the</sup> to Records Retention Plan reversed that. Time was to be spent on identifying the valuable records. This approach, though, was not a repudiation of what had gone before--of the efforts to schedule the disposal

of many records that reasonably could be thrown out. Rather, it was a culmination and a of the efforts that had gone before. The first thing, of course, basically it directed attention immediately to the records that had already been authorized for disposal.

in that way what had been done before. The chief idea was, though, amongst all of had already been set aside to be kept. There was, ought to be, an examination of and a determination of

ought to be kept Actually what you wanted was only a few folders of yours. be directed to information that was wanted.

The beginning of the process was usually the examination of whatever was available for the function of the agency.

to document each function to be determined. Naturally, that sounds very vague I am afraid, so I purposedly started yesterday with the most obvious place to look for what your agency does--the Government Organization Manual. The Government Organization Manual lists five functions of your Agency. (1) It advises the National Security Council on matters concerning certain intelligence activities of the Government and numerous agencies as they relate to national security. (2) It makes recommendations to the National Security Council for the coordination of such intelligence activities of the departments and agencies of the Government as they relate to national security. (3) It correlates and evaluates the intelligence relating to the national security and provides for the appropriate dissemination of such intelligence within the Government, (using more appropriate) assisting agencies in facilities, and so forth. Actually the Government Organization Manual was the beginning of half of these retention plans. From there the person responsible for <sup>expanding</sup> blowing them up usually can <sup>refer</sup> go to Agency directives,

organization charters, statement of missions, and so forth. Each of those three functions I read--each of those is information from within an agency's own structure, <sup>and</sup> can usually be broken down to a considerable extent to isolate the functions performed by agencies at this point regardless of where in the agency they are performed. What are the Agency functions? Once those functions have been established then the question is what is necessary to document that function. Now to determine that it is necessary to have some idea what records are created--what records there are relating to each function. Now the first step after the functions have been identified is then the identification of what is needed. Now in every case the first two sections of the Retension Plan are practically they would be for your Agency as well as any other. They are first the records necessary to establish the legal identity of the agency, organization--the sort of information that you must have to go on to further problems. The general documentation--organization charts, directives, annual and other periodic reports, publicity information, general documentation and then the records of executive direction like the orders, procedures, all that sort of thing. Invariably the first two sections of the Retension Plan cover these records, and the wording is about the same for all of them. They would be the same for CIA, Internal Revenue Service, as for the Coast Guard. Then, the next part of the Retension Plan covers the substitute program for the Agency--those functions which the Agency was created to perform. For each function there are listed types and classes of records which should be kept. This is still without regard to who is keeping them, without regard to where they are. That is the first half of the Retension Plan. That usually can be drawn up by a records management officer. Sometimes a small agency's centralized staff, sometimes Archives has done it for agencies, sometimes the records management officers in the various elements of the agency. They can usually draw up these recommendations. Part Two, then, of the Retension Plan becomes

much more meaty. It gets down to basic facts. It is an identification of particular records, particular files in such and such an office, such and such a file cabinet perhaps of the records that actually fill the specifications in the first part of the Plan. If these plans call for the retention of annual reports, where are annual reports of the Agency? Where can they be found as a complete official set? Well, the second part of the Retention Plan keys the requirement to keep annual reports with a particular file in a particular office. That is where not only the record officer's concern usually the operating people will know what records they have and what their functions are. As a crevice to the normal Records Retention Plan there is a rationale, an explanation of what the plan intended to do and how it operates. I want to read to you parts of an existing introduction to a Records Retention Plan. The standards are in the first part of what should be kept of each function. The standards represent decisions concerning the extent to which documentations produced under the functions should be retained for archival use. This Retention Plan is focussed on those records which are judged to have archival value and so no retention standards are set forth for those records of value indefinitely to service but of no archival value. Here, I go back for a moment to what I said a few minutes ago records such as those of veterans claims. They would not be included in the Retention Plan. It has been determined that they do not have to be kept permanently, so don't worry about them in this case. Here we are trying to isolate, to zero in simply on what should be kept, should be properly cared so that it is indefinitely available. Now, implicit in all the recommendations is the (opposite) record concept, and this is a key point. Accordingly, in applying the standards only those records that are the primary record copies should be designated for archival retention. Generally, the primary record copies will be those that accumulate in a national office; but it is realized that in some cases decisions may have to be made concerning

records found in more than one office, or in a field office and in a national office, and so forth. That point is, that if annual reports are to be kept that does not mean that annual reports are to be kept in every office that has a copy of it. The second part of the Retension Plan will key in on the one official file of annual reports. The standards shown under Functions One and Two are those that are common to practically all Federal agencies. The application of these standards would be of assistance to an agency in complying with the requirements of Section 506 of Federal Records Act of 1950, which I read to, requiring the agencies to keep proper records. These two standards are concerned with the designation of those records which are produced in the carrying and issuing policy of procedural, organizational, and reportorial documents and in providing executive direction to the Agency's activities. These are records containing evidence of the organization and functions of the service. These records document the rationale of the policies of the Agency and of decisions which affect organizational and procedural matters. Such records are of archival value because they contain information useful for research in the administrative district of the Agency, and they are of value to the Agency because they contain information needed in dealing with organizational, procedural, and policy matters. These records on organization policy are the bare bones of the records' archival value in an agency. They at least say what the formal story was. To find out where the agency deviated from the formal story or perhaps didn't quite live up to some of the press releases, etc. I am sure that all of our agencies have that problem. Other records must be kept than identified. Now some of the records produced under this so-called Functions One and Two in the Retension Plan may or may not be discreet records, series or units. They may be interfiled with records produced for performance of a sustenant function of the agency. Such cases can be handled in Part Two of the Plan where permanent records are identified by particular file, par-

particular file cabinet, particular office, by cross reference. Then the distinctive functions of the agency which produce records deserving permanent attention appear as other sections of this Retention Plan of the Archives. I want to spend a few minutes now in talking about how to decide which records deserve all this attention. I spoke of the fact that you should isolate the permanently valuable records, should identify them, etc. But what are the bases on which these decisions are made? First, by whom are they made? Records officers usually have to at least take the initiative to suggest "can't this be thrown out?" Or "shouldn't this be kept?" The operating people certainly don't have the time to think about that

The records officers ask the operating people how they get their ideas. The operating people are the ones who know just what the records are and also what the significance is. And, in an agency which has an active (discarding) program.

the people working in that history program should be consulted. They should be asked what sort of records you would have kept in the specific areas where you are working. They can contribute a great deal in determining what should be kept. The three elements have to work together--the records officers, the operating officials, and, if available, the agency's historical officers. There are many ways to approach this question of evaluation of records. I don't think any one of the methods has a particular claim to infallibility. One way considers four types of values of records--administrative; fiscal, in the sense of the type administrative; legal; and then, historical or general. Now the administrative value of records is simply the value of the records in carrying out, concluding, a particular transaction. Usually it is fairly brief, but not always. Both your Agency's records, your naval legislation for the Agency has administrative value as long as the Agency is in existence. Records used in court cases have administrative value as well as legal as long as the court case is continuing. But for the most part, the administrative



value of records is fairly short-lived; and of course, many records have only administrative value and those are mainly the short-term records. The legal value of records, no it is the fiscal value first that I want to talk about. The fiscal value of records is inherent in the records as long as the transaction to which they pertain is still open, as long as there is fiscal liability on the part of the Government or any private citizen. As long as statutes' limitations run records have fiscal value. Your income tax return has a fiscal value to you until the statutes' have run against the Government and come back to you. The contract has fiscal value until the statutes' limitations have run. Again, the fiscal value usually does not endure too long. Then I spoke of legal value. The types of records that appear to have legal value are, of course, laws and regulations; but also, any pieces of paper that tend to support or to prove claim used by the Government or by a private citizen. Your Army discharge has a legal value. Your military service record has a legal value as long as you have not exhausted all rights accrued to you as a result of your military service. Records of naturalization proceedings have a legal value that goes on from generation to generation because applications for citizenship can only be approved through the naturalization proofs of parents with this citizenship. In such cases as that the legal value of the record lasts indefinitely. In a much larger sense I guess that you might say that the legal value of the Constitution, the Declaration of Independence still endures. Those records are still valuable as pieces of paper because of their legal aspects. Now, when we get to historical values, though, the story is not nearly as clean cut. It is not easy to decide. These endure the length of time that records have administrative, fiscal, legal value are something pretty definite. You can find something in the Statutes Books usually. The statute of limitations will govern or else the records of just administrative value such as the notice that you should go to this meeting

today. The administrative value of that is gone after you go to the meeting. It is easy. Now, to get to historical values is a much more complicated story. Essentially the historical values in records result from the fact that the records tell a story or present a picture, and can be used to reconstruct the activities of the Agency, to obtain information accumulated by the Agency, to make some other use of it, either about the past or use the information accumulated by the Agency to make studies of the future--the findings, conclusions. The records necessary to reconstruct the activities of the Agency are usually the procedural about statements, legislation, organization, records of value because they contain information for studies of the past. Some such records that

are census records of the past that contain much information that is still of use to the officers who use them all of the time. Some of these are service records of men who served in the War of 1812, the Civil War. All of these records have information that used now, but mainly for studies of the past. Even I would like information on my grandfather's and my great-grandfather's service in such and such a war. Records in the (Office of Price) Administration during World War II were collected, of course, to administer price control; but since then it has been determined that they have a vast amount of information that could be used to study that whole business structure of the Country, in many ways the financial structure of the Country. I must gather there that there may not be 90 years but things are so closed at this point for the most part. Then, records are kept to prompt data on which to base new findings.

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They are those old records that to try and project what the other history of a certain area is, etc. Now, a large majority of these various kinds of values that the point of having to determine whether the value is sufficient to keep the record or not. But here, inevitably, we get into the imponderables. In any case where you have complete duplication of records it is obvious that you throw away one set. There are a good many cases of legal transactions, it is obviously so routine that it is not necessary to keep the records of it. There are other cases where the same type of action takes place time and time again. Things over and over and over where a relatively small sampling of the records will still show how a particular transaction is carried on; or perhaps a sample in the sense of keeping the records of one office performing the same type of work. Again, to appraise the value of records in a given field it is necessary to know what other information and what other forms are being retained. The person appraising the records should know his field in which he is working. He should know whether most of the significant information is contained in printed sources. Some years ago we ran a study at Archives on the archival value of corporation tax returns. They are quite luminous. They are being kept for the administrative purposes of Internal Revenue, and you wanted to know if they should be brought up to Archives. After a careful study it was determined that 99% of the information in the tax returns actually was pretty much available in printed sources. The various type of thing and that sort of thing. There is very little that any serious scholar would likely find in income taxes that he couldn't find elsewhere. In the same way, some years ago we ran a check on the individual records of registrants in World War II Selective Service System, and found that about 95% of the questions being asked could be answered from other information equally available, so it was thrown out. But to appraise the records you must know

what else is available. After all that, as I say, there is really no hard and fast line that can be given as to what should be kept. To appraise you should be fully cognizant of the field, you should consult with the historians, you should consult at times not only with Agency historians but other historians. At times we have gone to universities and asked them for advice on the disposal of records. There is no one single answer. Overall, I still think that we are fairly safe to say that about one or two percent of the records probably deserve this attention. After the Retension Plan was pulled together, though, the classes to be kept are identified, then particular papers involved are identified. There is, of course, a follow-up. Somebody has to make sure that the records identified as being of permanent value are actually extracted from the not-so-important files, are sent to the Agency archives or to the National Archives, as the case may be, and actually followed to make sure that something is done about it. Again, changes occur in organization, mission, type of records, etc. The changes in organization certainly won't affect the first part of the Retension Plan; but they will affect that second part, where you actually put your finger on which files in which section or unit should be kept. Changes in records systems can make a tremendous difference. Obviously, of course, right now we have all of the automation records which are causing a lot of second thoughts. Where it was decided some time ago that corporate income taxes were not worth preserving because there was large amount of duplication and so on, and also they were so luminous. As corporations started to make their income tax returns on magnetic tape we are not so sure that magnetic tape can be manipulated as paper reports can be. They take small space it well might be that just because of the change in record keeping systems the evaluation of the records might be changed. Again, many of you are familiar with the switch to the on site audit by GAO. Before the on site audit days the agencies sent all of their vouchers and supporting papers into Washington where they

were all audited. Like any good bureaucrat, they kept a copy back in their own office to protect themselves in case any question arose. The system changed to the site audit, the records did not go into Washington; they stayed right in the operating office. There was no need to keep that second set of accounts. It was just wiped out. It was of no use whatever. Systems will change, and again the Retension Plan must be updated to reflect the change. And after the Retension Plan has been operating for a fair amount of time, a couple of years perhaps, really the best kind of follow-up is to go around to the operators and to go around to the agencies' historians and ask them "How's it working?" Are you getting what you wanted? "If not, what aren't you getting? Update the plan accordingly." All of this involves a lot of work. There is no question of it. Is it worthwhile? I think it is and I think most people who have even tried to work in the Archives building say enough of our records centers will agree. If the very small percentage of records are worth keeping for any long length of time, if they are not separated from all of the other records, the very mass that faces the researcher will make it almost impossible for the researcher to using anything. Keeping all the records would be almost but not quite as bad as not keeping any at all, because keeping the huge masses of records that the Federal Government creates makes it impossible to really use any of them. All of this effort does appear to be at least worthwhile. If any of you have any questions I will gladly try to answer them if I can. Nobody wants to ask any.

Thank you very much, Dr. Campbell. Before we break, one point I want to make and I want to underscore Dr. Campbell's words that so many people in the Agency get the notion from our original, our original charter, that we are exempt, that there are many things that we don't have to participate in. Now this wrong on two scores; and as often as it has been said, we still have to come back to it and reiterate once more that it was back in Mr. Dulles' days that the decision was made that we would not seek exemption from the Records

Act, that we would go on with the intent of Congress; and we very decidedly do follow the standards, the principles, the rules concerning archives. We deviate one tiny bit in that we maintain our own archives and records center. Dr. Rhodes at the very outset pointed out that after 100 years or so we may eventually deposit something in his National Archives. We wouldn't be surprised if it came about. It has happened in many other instances. So, I bring that point home to all of us here, regardless of how sensitive, regardless of how privileged are some of the things we are working on today, the fact still remains that we are obliged by law to document it, to substantiate its authority, to underscore its procedure and policy, and to maintain such a record, whether you maintain it in your office or after it becomes a closed case and you no longer need it in your office, you then move it on to our Records Center where it is maintained in accordance with this law. We have 100,000 cubic feet of records in our Records Center. We have 5,000 cubic feet of archives. Most of our offices do after the year has ended procedures. Consequently, and this was just recently, made a point in our budget proceedings. The Agency's records procedures were not at all unique and are not at all abnormal in any sense of the word. And it is here that we now come to the essence of our discussion today. We records officers knew this and we have practiced this for years. We now have this Records Retention Plan of where we must identify more specifically and we must take more positive action on this one thing--identifying those records which absolutely must be withdrawn from the mass of material and protected and isolated; and we need the help of you historians. You have been working these last few years on this very problem. We need your experience. We must come to you and we will come to you, most of you, and ask "What have you found, what have you experienced, what gaps do you find in our records? What is wrong? What is not being underscored? What do you find has hindered you in your work?



Then we in the records program will see that this is incorporated in the Records Retension Plan. This is, again, not strange nor does it alienate any segment of the Agency. We have spoken to the directorate records officers. We have spoken to many records officers. We speak to the officials and we have spoken again to the historians. We dealt with [REDACTED] a year or so ago and now with [REDACTED] and again with [REDACTED] and all the others in the historical program. I want merely again to establish our credentials. We are all on a common problem. We need your help. We need it desperately. We will come to you in this in the very near future. The records officers know what their work is and they will work on it. Now, before we break I wanted to point out merely this point that the first part of our discussion was to establish what the national policy was and if it had a relationship to us and our work you, too, a separate program here. The second half our our program after we break for 15 minutes will touch on our doings here in the Agency, specifically

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and so, Mr. Banaman, if you have no announcements,

If you will return here at three o'clock, please we will

resume.

Ladies and gentlemen, I would like to resume. Ladies and gentlemen you have

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received some pieces of paper. These are for questions. A little 3 X 5 piece of paper if anyone wants some more, why the girls at each isle will get them for you.

[REDACTED] informs me that if anyone has a question they can feel free to jot it down on a piece of paper. The girls will get it; and at the conclusion of his talk, he will be pleased to answer any of these where it is possible. He modestly commented that most of you are better equipped to answer some of these questions concerning the Agency than he, he being so compatibly new among us. But the fact

remains that our next speaker is the [REDACTED]

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[REDACTED] He is presently here at the Agency doing a study of our historical program, our historical needs. The background of [REDACTED] can go on for a considerable number of pages; and this includes several archives around the world, in Europe as well as here in the States. It includes his activities at various universities and the assistance of our Government on various occasions as well as several other governments in their historical archival programs. Consequently, without going into the details of all of that his writings I merely summarize it all that our next speaker is very qualified on our subject today; and I am privileged to present to you [REDACTED]

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✓ Ladies and gentlemen, I would like to speak on the subject of the identification and retention of documents for historical purposes. I remember the first time some years ago that I was in Rome and visited the Forum; and was, of course, much impressed by those ruins and the realization that from that small area Rome ruled half of the known civilized world. On successive visits to Rome and the Forum I have been struck by the smallness of that area. I continue to be struck by the smallness of that area and the realization that you couldn't govern a small county in any of the United States of America from that little area. You couldn't run Washtenaw County, Michigan, from the small area from which Rome ruled half of the world. But of course the Romans were able to get along with

that very small area because they were not tied down with records, and they didn't have to have a record retention and disposal program. I have never encountered the absence of records as the causes of the downfall of Rome. I sometimes wonder whether our overabundance of records may not in the end pull us down. Last Saturday afternoon I attended a conference on contemporary history at the Smithsonian Natural Museum, a conference sponsored by George Washington University. Some of you may have been there. The participants included [REDACTED] known to many of you; and Felix Gilbert and Chuck Barson and Walter Lecur of the Institute of Contemporary History in London. The auditorium was filled; people stood around the room; there were questions asked after each part of the program, and many of the questions hinged on the matter of records and the accessibility of records and the feeling that there was something wrong if one didn't gain access to records almost immediately after the events, that a 30-year rule was something of a hardship and a deprivation. One of the participants was asked from the audience "What about the CIA records, and will they ever be available?" and it was [REDACTED] who replied that these were of course highly sensitive records. I realized then and today that I am speaking from opposite sides of that telescope. There on Saturday the question was of records and of the ability to gain access to them, to write histories and accounts based on them. Today we are talking about records that are not open to the public; and it is unlikely that they will be made available for many, many years to come. They are highly sensitive records. They will be seen by very few persons and those connected with this Agency. They will, of course, be examined and are examined by those who have occasion to use them, by records management officers, by historical writers in the directorate; and there are and will be produced historical studies from these records, though those historical studies will not be read by tens of thousands of people. In fact, there will be very few copies indeed of historical writings. It is possible that some of the writings done may be extracted and

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will end in publication in the journal which exists in this Agency for such studies. But with that exception, these are closed archives with extremely limited access and publication in the usual sense does not exist. Yet, it is important that histories, historical accounts, based on these records be written; and that the documents on which these histories will be based, be identified and preserved. Two main purposes are served by a historical program in this Agency, a program that includes not only overall accounts of the Agency, its role in the intelligence community, but histories of the Office of the Director, histories of the directorates and of the components of the directorates, and histories of various operations and activities of the Agency. It is important that these be written, I say, for two reasons. One is so that a written record be reproduced for all the various uses to which such a record may be put. I mean for understanding of the work of the Agency, for training purposes, for briefing purposes, in policy planning, in program analysis and evaluation, even in operational guidance, for all of the various uses to which a historical account may be used. And also, a second reason, so that the experience that is built up here in this Agency, in activities and operations, that that experience may be reduced to writing and become part of that record, so that one will know the whys and wherefores of what was done and why things were done a particular way and what was learned by doing them that way, what lessons were derived, what things went well, what didn't go quite so well, and the whys and whereof thereof. Now this means the writing of history, this means the use of records, this means an area where the work of the records management officer and of the historical writer come together, come to parallel each other. In some instances the records management officer may be the historical writer. Now, if all operational records are kept, if all records relating to policy are kept, if all the records which are usually all of a permanent type are kept, then all historical records will be preserved. For the list laid down of files to be kept permanent-

ly because they are regarded as working files or part of the administration or preserved for fiscal or legal reasons or other reasons are at the same time those records that the historian would use. Now I was some 20 months here in Washington in the Navy and ONR. In the last war I was in a small group engaged in making operational studies, and the materials that we used were identically the same materials that across the river Samuel Elliott Morrison was using for historical purposes. They are operational records, or historical records, are the same, the difference being usually in the lapse of time. The problem comes, however, when you move from records of a permanent nature, records to be kept permanently, to records which are regarded as temporary, to be kept in the files until the end of the current year and then for a year thereafter, and then sent to [REDACTED] for two years or three years or ten years and then destroyed and sometimes a statement goes and then reviewed before the destruction. The problems with these files which are of a temporary character because of the possibility that documents of historical character are filed among them; and here, I think, is an area in which the historian may well be concerned. It calls for rather careful determination on the part of the records management officer and the historical officer and the historical writer as to those records beyond the readily recognizable ones, those records which ought to be preserved and yet some, however, are found in the temporary files. If those could be determined at the time that the files are set up and could be earmarked "permanent", for permanent retention and then identified in some way, that would be helpful. One way, of course, is some kind of stamp or mark on the document. I am assuming that these documents are those that are going into the files that are otherwise called temporary files. Or sometimes a clip placed on the document, something to indicate that these records are permanent, though for the time being and for various reasons they find themselves in a temporary file category. This, of course, entails you; and I share the feeling of those in Document

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Retention, Records Retention, that one wants to keep to a minimum the amount of subsequent reviewing of files that takes place. I have recently had occasion to examine several records retention schedules and to run through them fairly carefully and to note what documents are being held permanently and what files are being marked temporary. And so far as the schedules go, it seems that the distinction between the two is being well observed. But that are instances where I have found files marked temporary that I have felt or I feel must have or may have documents in them that should be kept permanently. Also, in examining the schedules I have come to item numbers because they are broken down by office and then within the office in most instances, broken down by subdivisions and reduced finally to an item. And then, in the one instance where I have had an opportunity to look at the current files in the office, I did not find any immediate agreement between the item number and the files that are currently kept. And so, I would like to raise the question for your consideration "Is it or isn't it desirable that there be some linkage between the two?" When I worked with the German Foreign Ministry Archives some years ago in England at Weidan Hall I experienced this same problem, where collections of files had been given item numbers and then the actual lists that were made up of the documents did not agree with the items and so a conversion table was set up so that if you saw an item that you wanted you consulted the conversion table, the conversion table told you the number of the list that described in detail those documents. Then you took that list and you ran down and you saw the documents and you saw whether you wanted them or not, whether they should be filmed or not or whatever your purpose was in going to them. And I would raise the question, now I am speaking about documents that are in current files, do records management officers and historical writers feel that there should be some indication on the file as to which item numbers in the schedule these are. I repeat, I am not speaking of the documents that go to [REDACTED] I am speaking of those before

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they have been sent which are active files, more or less active files, in an office; and whether some kind of conversion system is necessary. What I am getting at is this. As a historian, I would like to be able to take a retention schedule, open it, run down through it, and see certain items that I might feel were of value, and then for the more recent records be able to go into the office and be able to go from the retention schedule to the documents in the active files. Now that leads to two other matters. It would help also, I think, if historical writers and records management officers were to get together in the different offices and see if a brief statement of two or three pages could not be written about the records of that office that would guide a future historical writer, and guide the historical staff of this Agency. By reading this brief account one could see that this office, for example, had had files or had maintained files, say, on the image of the Agency, or on defectors, or on resettlement, or on some such subject as that. That would, I think, very helpful in the writing of the historical program, in writing the historical papers. Now, closely connected with that would be a brief statement that could be worked out in two or three pages that would show the strength of the collection of records of this office or division or staff, whichever it is, with respect to matters that extend outside, beyond that office, that cut into or cut across the Agency into other offices and actually go outside the Agency into other departments and agencies of the intelligence community. Such a list could serve two purposes. It could guide the historical work of the Agency. It could be a guide to the historical work of the Agency. It could call attention to strengths in documentation. It could call attention to the need to do certain kinds of work, for in the historical program of the Agency, there is more than one way to approach it, not just in terms of offices, but in terms of activities of the Agency, and such statements would help here very considerably. And so I raise this with you the matter of the three possibilities of whether you think they are feasible. Now in determining which

records are of a permanent character and which are to be considered temporary. For historical purposes I think we should not overlook that what is an important historical record is not the same from one time to another. In recent years, we have had a very considerable enlargement of the concept of historical resources as a result of the wide-spread use of quantification in research of statistical methods, of computers, and the like. So that records which might not be regarded as strictly historical are now, it is realized, useable and have very important use. For example, if a study were to be made of the young men and young women who are instructed in this Agency and the study broken down into the geographical regions from which they come and the family background, the socio-economic class to which they belong, the classes to which they belong, the kinds of education they have had, higher education, where they have gone to college and university, have they all gone to Ivy League colleges, what language equipment do they have. That is the picture, the image of the young person accepted by this Agency. That, of course, is entirely feasible to do with the resources of this Agency and with the means of determining this; and it may be that in the Office of Personnel or the Office of Training that such study is going forward, but it is an indication that records which might in past when one spoke of a historical program are now used because there is a different approach to what constitutes a historical record and what constitutes a good history program. I doubt that these records aren't being destroyed, but on this I am not informed for the reason that relating to personnel I would expect that anything that related to personnel might be kept for some years. But if it were kept for only eight or ten years, those materials were kept for only eight or ten years, the length of time is sufficient for a study to be made, so that retention must cover the kind of materials that are becoming increasingly useful and used in historical work. My own personal note, my own experience in archives goes back to the spring of 1931 when I first worked in Vienna in the House

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working then on Italy's relations with Germany in the 1870's and 1880's and 1890's. The Austrian Archives that time were open to 1894; and the documents that were made available to me came in bundles about so thick, and they were loose. They had a cardboard top and a cardboard bottom with a leather strap around them, and on loosening the leather strap and opening the bundle there was a blue sheet and the blue sheet had the name and the number of any person, of all persons, who had examined that file other than the staff of the Archives. So when you went to work you could see if anyone else had been there ahead of you and was working with those materials. In the winter of 1935, '36, and briefly I was in Berlin; and I did my first work then in the German Foreign Ministry Archives that number 75 villim-strauss, and I used to go in that front door past the two sentries who gave me a Hail Hitler and I gave them a Good Day, and went through to the courtyard which was lined with dispatch pouches, down past those dispatch pouches, a quick turn to the left, another turn to the left, up two steps, and in the Archives office. Again, I was working on the relations of Italy and Germany in the years before 1914. Then, after the War, I worked in the Italian Foreign Ministry Archives beginning in 1954, working on Italy's entry into World War I and working with documents, some of which had been buried by the Italians or hidden by the Italians after the surrender of Italy in 1943 and some of them I used had been hidden in the basement of the Lanchelote Palatso and there mildew had set in and some of the files had been reduced to just blocks, solid blocks, that had not yet been broken down and the documents separated. Then I worked in the Public Record Office and in the British Foreign Office in the captured German Foreign Ministry Archives, and in the captured German Naval Records, and more recently in the Italian Naval Records in Rome and further work in the British Foreign Office Records. When Italy was about ready to negotiate in 1915 with the allies for the entry of Italy into the War the Italian ambassador presented to Sir Edward Gray, the British Secretary of State for Foreign Affairs, a statement on March 4, 1915, of the terms

under which Italy would come into the War; and it was something to hold in one's hand the original document in Italian that he passed to Sir Edward Gray and then to read Sir Edward Gray's comments within the British Foreign Office and the comments of Sir Arthur Nicholson, the father of Harold Nicholson, who just died, to read the comments of such men on the Italian proposals. I had a similar feeling back in 1931 when I held in my hands the office copy of the letter that Count Androse, the Minister of Foreign Affairs of Austria-Hungary, in May of 1874 sent to Rome to Count Vinton, the Minister of Austria, Hungary, and Rome, in which he set forth the doctrine that geography had rights over nationality in the new monarchy. This is a famous document and it was, of course, the official position of the Government. There is a feeling that comes as you hold these original documents in your hand, and somehow or other you tend to identify, or you feel you can identify yourself, with those events. Now, at this point I would like to stop my remarks and say that if you have questions I think this can be the most valuable part of our meeting, or a valuable part.

Well, I am sure that when we study our historical we are told that you should work from the very best documents. You should always work from the very best document that you can get. Now, there are limitations on that, because the best document, the best text for a document is not always available. If you have a carbon copy, you have no reason to feel that the carbon copy is different from the original. If you have any feeling that there is something that was added to the original, that something was written in the margin, then, of course, you must try to get the original. But I think a good deal of your work will be from carbon copies, would it not? You will work from documents of which your office will not be the only recipient. I don't know whether or not I am meeting your question. I think in your office files one thing you may have is copies of the policy papers that have come down from above, and it is a very good idea to know that because if there should be any difficulty in locating the

document or it can direct your attentions to it. I think we have to be practical in these matters, and the search for the very best document is not always one that you just can't always do it. Now on this matter of destroying a lot of copies that rule has come up repeatedly in filming that we have done and we have captured German Foreign Officers' records and Naval records. You have a folder and you have got not the original communication but you have got a copy of it. The folder you have contains some information

Now what do you do about filming those things, and the British, French, and American teams took a rather dim view of copies and when I was having it done I thought that was all right for three governments to take a dim view of copies because they will have a very fine collection of this film and if something isn't filmed in this reel you can pick it up in another reel. But I was doing a limited amount of filming, and I thought it desirable to film those copies and particularly film them if their marginalia differed, if there were any marginal comments so that the censure might be said to have two different documents. Another point that occurs to me that if you extract from the Archives a document to use in a historical document I would say have a copy or several copies of that document made. Then return the original document to the files so that it is retained where it properly belongs. Then you work from the copy and when you have finished the writing of your paper you will probably have some documents and some appendices in the paper, but you will probably have some documents that you didn't use or did not for one reason or another include in the attachments and put those in an envelope and let them go along with the paper. Now I wouldn't destroy the unity of archives. I would make copies of the things that I wanted, and that is easily done these days.

I am caught here between the two schools. Let's say as a historian I would say that to work from documents is, of course, an essential thing; but you work out from documents and use as much other material as you can get. The historian

working on a historical subject usually has in addition to documents, memoir materials, has private letters, has parliamentary debates, newspaper items, has a variety of sources from which to draw; and, of course, he is interested or should be interested in not only the records of what took place in the strict sense of chronic, but in getting behind that to understand something of the setting of the time, the causes and motives, the reasons for things, the importance and significance of these and the results, and those can be highly subjective and in commercial writing sometimes the more subjective make the more interesting reading and it is all more or less subjective. You ought to play fair with your documentation; and if you play fair with documentation, usually more than one interpretation is possible. Now when you are writing within the Agency what is to be essentially a record of what was done and also of the body of experience which was developed, I think there is less of an opportunity to get behind except for that which is historically necessary to understand what took place. Some of you may have read

25X1A [REDACTED] history of the Agency for the years 1946 to 1950. There have been extracts from that that have been published in your intelligence periodicals. But if you were to read the whole works you would realize how much space he devotes to the infighting that went on and that is also among the various intelligence agencies. Now that is one thing, also, that when you are fighting at that level, you are placing this Agency in a Government setting; but when I think of what went into the Agency when you are writing an office history that I would say bring it into that only where it is essential to the understanding. Is that cutting it too fine or what do you think? I think the important thing is to get points of view presented on this. What am I saying? I am saying that a professional historian writing for the general public with the idea of selling some thousands of volumes but at the same time doing a pretty good piece of work. He will probably write more colorfully and more vividly and give expression to more opinions than if you are writing quietly within the Agency for an extremely

limited audience and your intention is to get a record, to get something on record. These are only personal opinions.

Thank you very much, [REDACTED] We are running ahead of schedule and 25X1A6a therefore we should be able to conclude well in advance of our program. However, there are just one or two concluding announcements here and summarization as to just how all of this concerns all of us. As it was pointed out earlier, the records have a tendency to discourage officials and administrators, and we find this is basically because their need and value is not appreciated. And also, because decisions need to be made concerning them and decisions are something we tend to avoid because we all have a natural inclination to take an easy route. Unfortunately, we have a parallel here in our church sermons. The problems with church sermons are that the people who need the sermons are not present. The same situation prevails here. We here today understand records and in the near future we would be called upon to make decisions concerning them. Therefore, there is no reason for me to sermonize, only to give you one or two more facts upon which you can make your decisions. These facts include the law, the legal requirement. The Federal Records Act requires each agency to document its policies, procedures, and accomplishments. The records belong to the Government. Officers need Congressional permission to destroy these records. To do this, our Agency has schedules; and these schedules are based on 120 specific requests our office has made to Congress for permission to destroy certain types of records. As Dr. Rhodes pointed out earlier, when someone wants to destroy a record, they have to describe it, send this to National Archives where it is reviewed, they often come back and discuss it further and it is Dr. Campbell's office that has been doing this with us for the last twenty years. Consequently, we have received permission because that office, National Archives, goes to Congress and gets written approval and this is sent back and comes to us. We have 120 of those specifically. But this doesn't cover all the records. Those just cover

the unique ones. The general records are covered in a general schedule, that is also put out by National Archives; and they cover such things as personnel files, security files, project files, and other things of this sort which are general in nature. Consequently, there is no sense in our asking how long do you keep personnel files as our personnel files are similar to any other agency and consequently the general schedule will work. Now in our Agency every single office has such a schedule. Some of them are more current than others, and some of them are adhered to better than other offices, but this is just a question of degree. However, the principle still exists. I mention this to you historians, it's old hat to the records officers, because this we have found many historians use as a starting point, a point of departure to analyze what records are in the office. Also, what records are in other offices in the directorate and this sort of thing, such schedules. The next step, of course, is records retention plans which we will speak of in a more positive vein than our existing schedules. The second thing I wanted to touch upon is your inactive office records. We have 66,000 feet of records in our Records Center. These are from your offices, and I would like to talk about your records. These aren't ours, they are yours. And when Mr. Banaman pounded the table at the budget hearing and said "Why are you keeping all these damn records?" They are not mine. I have only 23 feet of records down there." They are your records, Mr. Banaman. There are 20,000 feet from your directorate and there are 20,000 feet from the DDP director, and there are even more from the DDI director. Well, this made things a little different. We were no longer talking about my delinquencies. He now wants to do something serious about his records. So we are talking about your inactive office records at the Records Center which we happen to operate for the Agency. Thirdly, the Office of Records, which had pointed out to me during the break and which [REDACTED] touched upon, this is not easy, as are several of the questions concerning [REDACTED]

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the practicality most appreciative of that work, the practical considerations, procedures, common sense, the unique needs of your office. What is established as a procedure in the Office of Security may not be useful in the Office of Finance. This is the consideration, therefore. There is no ready answer, but there are a few common sense considerations. One, the copy. Too often we find offices that are keeping the last copy; and we have said, and many people have said, the first carbon is to be kept by the originating office. This your best carbon. The best carbon should be retained. Now, too many offices keep the fifth carbon. They want the nice first carbon to go along with the original. This may be very polite and courteous, but it is not very good records keeping. This one consideration I offer. The original, as is quite right, we seldom have control, and quite often it is difficult to get the front office to return and approve the signed original to us. It has been pointed out here if it is important, if it is a documentation, if it authorizes certain things and it is not just a question of money but certain activities, then it is in your own best interests of your office to get it back. This, of course, is an administrative consideration. But, we in Records Management have found that there is no fine line or parameter or demarcation, boundary so to speak, of where our responsibility ends. We just seem to intertwine with Administration, and I am afraid that this is equally true with historians. I honestly, and I suppose I am being presumptuous, but I must put it forth because it disturbs me. You people have had tremendous experience. You have gained tremendous knowledge that can be brought to bear on administrative procedures that need improvement. You should communicate these things to the various offices and where you find the lack of signed copies are interfering with the production of a good history, then by golly you have got to communicate this to the administrators to adjust this. Is this exceeding the bounds of historians and the history program? I think not. It reflects on your program if there is a delinquency in another program.

Consequently, perhaps it needs a great deal of tact and diplomacy.. For the good of the Agency it needs doing. Consequently, you as officials, as officers, are obliged to stand up and be counted and let it be known and do take action on these things. We have found our records officers doing this for years. Many of them have become very unpopular, but they have corrected many things that were just a half-step beyond this program. But it did help the Records Program and it did help the Historical Program and it did help the Administration. Consequently, I don't have a pat answer for it and on where is the Office of Record. We hope the Retension Plan will establish that, and when that Office of Record is established it then has the responsibility to chase down the original signed copies, the ones with the marginal notes, etc., whether it is an original or a carbon or anything else that offers a record as a responsibility. Thirdly, the vital records. The vital records was to be a portion of this program. As we discussed it and as it devolved this originally was to be an all-day session. As it got along, we decided to trunkate it and concentrate on history. Because this was of concern to you, vital records was just another tangent. Consequently, we are going to conduct a workshop on vital records for the records officers and for our administrative officers, as well as for the emergency committees. All offices have emergency planning committees. They, too, need to get together with the records management officers and again arrange the points of common interest. Vital records should be defined for the historians because too often people have misconstrued the word "vital" to mean important; and, although this is true, there is not quite the connotation intended. Vital records mean that it is more than important. It is current. It is the document without which the author cannot exist. I think there is a double negative in there, but let us run through it once more because of its importance. There are certain documents and National Archives and ourselves come to the conclusions about one or two percent of your records are vital. Your office cannot exist without these records. You very



definitely have heard, in fact Dr. Rhodes touched upon this point, that many offices that were burned down, many businesses, could not open the next day because they lost certain records. In business it is accounts receivable. In security it is one thing. In personnel it is something else. In our operating offices it is something else. You know what what it is. They are vital. They are the documents which you need to reconstruct your office. The Vital Records Program was developed because of the war considerations. This is no longer true, nor is this the exclusive consideration. The fact is that there are such things as broken water mains at fires and at riots. These can do as much damage as an atomic weapon. Consequently, there is a certain collection of records that are vital that should be stored outside the office so that if something happens to the office, be it war or some other catastrophe, the office can reconstruct itself. We have an emergency planning committee. It is responsible for this. We have schedules to document these needs, these vital records, and therefore, we are going to have training sessions on that for all of our records officers and these emergency planners. As I said there should be one or two percent in our offices. We have 200,000 cubic feet of records. Two percent of this I calculate to be about 4,000 cubic feet of records. We have 10,000, close to five percent, so that we are a little generous in our vital records. The importance here is you historians may find some use in the vital records schedule. You may find some use in what is important by seeing these vital records, but they are current. They are not archives; they are not historical, not old. They may be this also but they are the vital records. Hence, this distinction. It is a separate program. The fifthly, historical documents. I have had discussions with people in National Archives and with experts doing historical work in other agencies; and I find that there is no half-answer nor is there any nice clean formula. Now, as to how you should do it, how you should do this writing, how you should do the documentation many of them differ considerably in their

approach. For instance, we discussed should you keep the entire file because you have made reference to it, should you pull the document out of the file and make a copy of it, or should you pull the copy out and keep it, disposing of the rest of the file? This no one seems to agree on. The only thing that we seem to pin down is that you must preserve the integrity of the file so long as it is being retained. You cannot arbitrarily remove sections of it because it interests you in your work, because it fulfills some of your historical requirements. It is essential that you understand that if it is of interest to you, if this one particular document interests you, then it is quite conceivable that something else in that file will be of interest to some other person writing with a different approach from your own. Consequently, about the only thing I can throw in on top of the other remarks here is remember to preserve the integrity of the files; and if you are making your references, if you are making your copies fine. But you must have foresight and consider other users. This is no problem when the records are permanent. It is when they are temporary. I'm sorry. I mean to reverse that. You really must always be careful of this when they are permanent, because too many times a file has been damaged by this removal; and the permanent file sits there in our archives with huge gaps. When the file is temporary and you remove them, the file may ultimately be destroyed in five years so you have done harm. Fortunately your harm comes to an end in five years. But this is a consideration. With our copy machines I think that this business of making a copy to document your records is adequate; and in talking just last week with Dr. Aldrich at National Archives, he tells me that they have stopped being concerned in many agencies, and they make reference to a particular file and they don't make a copy of it because the history goes on and if the footnote and the reference refers to a file that is temporary and that is destroyed five years later, his reaction was the reader seems to manage and seems to find a cross reference elsewhere. We have such an overabundance of duplication and redundancy that

they have no longer become concerned about these references. They make their reference and the future historians seem to find these things. Whether this will prove out or whether this is a sin of the first magnitude is unknown. But to reiterate, there are no firm rules in existence yet on history writing. We are trying to define them, but at this juncture I don't have the required common sense; and I think this is where history writing becomes a fine art that is not yet science, and this is all the more reason for our high regard for your historians because we realize what you are up against. Finally, the archives is there with our Records Center. This is where the permanent records are. Our Agency offers us retire material to the Records Center as inactive office records. While they are there as inactive records they are the property of the office that retired them. No one in that office can have access to them without the approval of this office. It is absolutely the property of the depositor, and he has control. Finally, there comes a time when this material is no longer the exclusive property of that office. It has grown in value. It is now of importance to the entire Agency. It is at this juncture that it becomes an archive, and we have many difficulties here because of provincialism that exists in many departments. In their own local narrow consideration we are the only guiding lights they have, and it is difficult for us to get across this point, especially in our organization, where need to know, their sensitivity, where privilege, and where security considerations and special projects are factors; but again this is where we become artists. We must rise above the straight, easy, nice neat rules and understand that certain considerations come into being that exceed our own interests and therefore it does take a tremendous talent to approach this question of history and archives properly. But approach it we must, if we are going to do right by our Agency. We very definitely will influence the image, I think that that was the word used here, of the Agency in future historians and consequently ours cannot be a provincial approach. I

don't have any neat formula. Again, this is for your talent and artistic abilities as your officership comes into being. Finally we come to the ultimate reason for all of our efforts today, and that is a records retention plan. This has been developed and worked on for many years. It is very important and we intend to pursue it. The initial drafts are being prepared in our central staff for the several directorates. These general and partial plans for the Records Retention Plan will be coordinated, discussed with the directorate records management officers; and with their contributions and assistance we will discuss them further with the various officers in the directorates; and it is at this point that we will undoubtedly need the assistance and experience of the historians. These plans will be coordinated throughout the several offices, and there is no question about it. There never has been. We in the central staff cannot do the total Retention Plan. This requires the expertise and the knowledge of the officers, whether they are records officers, historians, administrators, district officers, security officers. We need the help of all officers, and they will all contribute to identifying the records that are important and that should be retained for the good of the Agency. This is good not only for historical purposes; it is good for economical reasons and for efficiency. We simply must improve the quality of the records that are retained. We must clean out the records. We have 100,000 feet of records in the Center. We have also destroyed 100,000 feet. We feel that there is still more that should be cleaned out of there. In the last ten years the officers have destroyed 260,000 feet of records, but they still have 230,000 feet on hand. These are the dimensions that we are talking about. There is a lot of overlap. There is a need for identification in offices of records. There is need to clean out this material and yet we must be careful to fulfill the legal requirement. We must protect the best interests of our personnel. Their needs are to be protected; and consequently, besides the economical savings, we are talking also about the efficiency of administrative operations so that we are

going to go forward with this program. This will concern the records officers. We will appreciate the cooperation that we have grown accustomed to expecting from the historians. We enjoyed it in the past, and we look forward to it in the future; and these are the responsibilities I have. I hope that we have gotten them across. I have done the best I could. Is there any question anywhere along the line where I have lost some of you? If not, I turn it over to our coordinator. I would like to say that the program today has been developed, established, coordinated by [REDACTED] from our office and are most appreciative of this. I think he has done a wonderful job. 25X1A9a

Thank you. Just two words, please. If there are any of you who have not turned in a card indicating their presence we would appreciate if you would do so. Remember also please that there will be a special shuttle leaving for Rosslyn at 4:30. Now, do not confuse that one with the 4:20 shuttle. We are grateful, certainly, for the participation of Mr. Banaman, Dr. Rhodes, Dr. Campbell, and [REDACTED] Thank you very much. And also your participation without which we would have no program. Thank you very much ladies and gentlemen. 25X1A9a